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**SUGGESTED COMMENTS FOR THE DIRECTOR TO MAKE
TO THE OPENING MEETING OF THE AGENCY'S MID-
CAREER COURSE, 1000, THURSDAY, 3 OCTOBER,
IN THE AUDITORIUM**

1. The opening of the first class of the Agency' first Midcareer Course is an event of major importance. This course is conceived as the central corps of instruction in midcareer programs which will be worked out by each of the Directorates in the Agency for those deserving individuals who have completed the first half of their careers with the organization and who ~~are deemed worthy to~~ aspire to executive rank and responsibilities. While limited facilities will, at least initially, prevent us from offering this course to all officers in midcareer who ~~can~~ aspire to executive rank, it nevertheless will be an important course ~~for all to~~ aspire to inasmuch as it is designed particularly to broaden the perspective and enhance the qualifications of participants for greater responsibilities in the Agency as a whole.
2. For more than a year the Office of Training, various Directorates and my office have been working on the midcareer program and most particularly on this particular course. It has been a goal to provide broad general coverage for all participating which will give greater insight into the work of the Agency, into the conduct of foreign relations by the U. S. Government and into world affairs. In some respects there has been condensed into a period of six weeks--indeed, a very concentrated six weeks--the type of material which you might expect to receive if you had been granted a sabbatical for a year to attend a liberal arts college and renew your education in world affairs, but this has been coupled with a week on the Agency and a week on management problems, both vital for the potential executive.
3. I consider that the opening of this course is a significant milestone in the development of the Central Intelligence Agency, ranking with the start of the Junior Officer Training program of more than a decade ago as one of the most important developments in our training cycle. It marks a recognition on the part of the Agency that training is a vital aspect in the development of professionalism and of top caliber officers that can never be neglected or forgotten if we are to maintain the high standards of professionalism which are essential to our effective performance. It is a course which we equate with the Army, Navy and Air Force War Colleges as a senior service school and I believe it important that more and more Agency personnel recognize, as it is recognized in the military services, that the requirement for formal training is an important aspect of advancing one's career.

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4. When I speak of professionalism in the CIA I am dealing with a subject which I consider to be very important. As I have said on several occasions to Congressional groups and others, the CIA has a quality of professionalism unequalled elsewhere in the U. S. Government or for that matter in any organization with which I have been associated. This professionalism has been acquired the hard way--through the lengthy experience of officers who have served in the Agency through many years. Where else in our Government would you find the longevity of service that we have in the CIA where the average length in the Agency on the part of the so-called senior staff--those officers manning the major offices, divisions and staffs of the organization--is 13.6 years in CIA and more than 16 years in intelligence. Approximately the same statistics apply to our station chiefs overseas.

5. Another important aspect of professionalism is the academic background possessed by the officers of this Agency where we find that nearly 60% of the professionals in the research side of the house have advanced degrees, a very sizable proportion of them indeed possessing doctorates. I have often pointed with pride to the number of PhD's we possess in such offices as ORR and OSI, and stress that this compilation of academic background together with length of service is an unbeatable one in developing a top flight intelligence organization.

6. There are many other aspects of professionalism which I could stress including the tremendous reservoir of linguistic ability possessed here in CIA, one which provides more speakers of the commonplace languages than any other organization in the U. S. , but, in addition to that, a knowledge of obscure languages not possessed elsewhere. Some of this language ability was brought to the Agency by the individuals, but a very considerable proportion has been acquired through Agency training, and many people have given of their own time in order to better qualify themselves linguistically.

7. The willingness to devote one's own time to bettering professional ability is a characteristic of CIA which makes it an outstanding organization. It is most important that those of you in the middle of your career recognize that those aspiring to senior positions must always be eager to acquire not only greater experience, but greater education for greater responsibility. I recognize that it is difficult both for you and for your supervisors to take the time from busy and important jobs to devote to training, but if we fail to do this we will fail to broaden our perspective and to increase our professionalism. Therefore, I wish to stress that this is a most important aspect of the midcareer program.

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8. There are several other matters which I would like to mention to you and also to the other officers of the Agency who are present here today. These are concerns that I wish to share with all of the executive cadre of the organization.

9. First, with reference to the week that the Midcareer Course is devoting to personnel management, let me emphasize that this is one of the most important aspects of supervisory responsibility. We work in an organization which, as witness the start of this course today, devotes a considerable amount of time and money to the training of its people. This is important because the development of a professional intelligence officer is something that cannot be done in academic institutions or private life. Therefore, the individual employee in CIA is more expensive to the Government of the U. S. and to the Agency, and therefore a more valuable asset in every respect. It is the responsibility of the individual's supervisor to see that this asset is protected and developed. It is a well established fact in industry, in Government, or for that matter in any form of human endeavor that the greatest production from the individual is brought forth by the supervisor who has the best understanding of the people working for him and thereby the best knowledge as to how to get results. Therefore, I urge that all of you recognize that there is a broader responsibility to supervision than simply the giving of orders and receiving of results. You should know your people, their capabilities--strengths and weaknesses--and know how to use them most effectively.

10. There is indeed a further responsibility in this regard and one which we should all recognize in view of the high sensitivity of our work, the security classifications of the material that we handle, and the fact that we are a major target for hostile intelligence services. With these security classifications and with the necessity for trying to maintain a tight compartmentation of information within the Agency, there is a definite problem for the individual as to where to take personal difficulties and where to seek advice. We have tried to develop various focal points in the Agency to deal with such difficulties as the counseling service of the Office of Personnel, the General Counsel, and the Inspector General's staff. In addition to these, however, it is important that the supervisors recognize that there is a command responsibility for dealing with employee problems, personal and otherwise, which can affect their effectiveness and their security. Therefore, I would stress that supervisors should not feel that they can push off onto staff organizations these command responsibilities.

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11. This leads me to the final comment which I wish to make to you and that is to stress that through all of the mechanisms that we possess we must one and all be conscious of the extreme importance of maintaining the security of the organization. Security is not a responsibility that can be delegated solely to the Office of Security. It is a responsibility of every single employee, and a particular responsibility of every supervisor. If we lack security we become a leaky vessel that can hold nothing of value. If we have security we may well possess the most vital secrets in the world.

12. To those of you who are embarking on the first Midcareer Course of the Agency, I wish to extend my personal wishes for every success and to emphasize the importance which we attach to this particular course.